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REMARKS FROM DEPARTMENTAL MANAGEMENT

SECTION 1

Dear Fellow Employees!

Whether you are a new hire or a long-term employee, we believe this handbook will serve as a tool to enable you to better understand the workings and expectations of the Piedmont Customer Service Department.

Our goal is to be a profitable company that provides meaningful employment and a desirable product that is competitive in the marketplace. To accomplish this goal, we need to demonstrate fiscal responsibility; consistent consideration of our employees’ needs and ensure that our customers and our flights are handled in a safe and courteous fashion on a daily basis. It is our hope that you will work safely, be challenged by your job and enjoy serving our customers as we work together toward our common goal.

The management group at your location, which may include Customer Service Supervisors, Customer Service Shift Managers, Department Managers, Station Manager or Hub Director, stands ready to assist and lead you in this endeavor. We invite you to review the contents of this handbook to clarify any questions you may have regarding our department.

Thank you for choosing to be a part of our company and department. We hope your employment experience with us is safe and enjoyable.

Eric Morgan – Vice President
Customer Services
Dear Fellow Customer Service Department Employee:

We are pleased to provide you a copy of the Customer Service Department Employee Handbook; this is yours to keep while you are employed in the Customer Service Department.

Over the next 14-days, please read and acquaint yourself with the contents of the handbook.

After you have read the handbook, please complete the attached Confirmation Sheet and return it to your supervisor. Should you have any questions concerning its content please ask your supervisor or manager for clarification. Please mark your calendars to make sure you remember to turn yours in!

From time to time updated information will be added to the handbook through “revisions”. These revisions will be distributed by your supervisor / manager. It will be your responsibility to follow the instructions contained in the revision, substituting new pages for old, in order to ensure that your handbook is always up-to-date and contains the latest information.

Please read and familiarize yourself with the handbook and all subsequent revisions. It contains the policies that govern our daily operations and interaction with one another.

We hope that this handbook will be beneficial to you. We have developed it for you to answer questions that may arise concerning our policies and procedures. You are a valuable member of our team and we hope you find it helpful.

Sincerely,

Eric Morgan - Vice President
Customer Services
CUSTOMER SERVICE DEPARTMENT

CONFIRMATION OF HANDBOOK RECEIPT AND UNDERSTANDING

IMPORTANT:

Please complete and return this signature page to your manager / supervisor within 30-days of receipt. Copies are available at each station for your review, personal copies are available upon request, or the handbook may also be found on the Piedmont website at www.usairways-express.com/manuals.html.

By my signature below I am confirming that I have received, read and understand the Customer Service Department Policies & Procedures Handbook. I acknowledge the provisions of the section on SAFETY and promise to abide by any and all safety procedures pertinent to my particular job.

Employee Signature ____________________________________________________________

Print Name ________________________________ Employee ID # _____________________

Date ________________________________________
The purpose of this handbook is to provide a ready reference guide for policy and procedures for employees of the Customer Service Department. This handbook is designed to be used in conjunction with the Piedmont Airlines Employee Handbook. The company reserves the right to make revisions or additions to this handbook in the normal conduct of business. As you review the Table of Contents of both handbooks, you will notice that there are issues contained in the company handbook, which are not addressed, in the departmental handbook. This is true because those items not included address general policy, which may be applicable to other company employees. Policies addressed in the Piedmont Airlines Employee Handbook, which are not included in the Customer Service Department Policy & Procedures Handbook, are applicable to the employees of the Customer Service Department. This handbook is not intended to create a contract, nor should it be construed to constitute a contract between Piedmont and its employees.

When Customer Service Agents are seeking an answer to a question, the Customer Service Department Policy & Procedures Handbook should be consulted first. Any employee with suggestions as to how this handbook can be enhanced should channel suggestions through their local station management who will forward them to their Director.

NOTE: Throughout this manual, the pronouns of “he” and “she” will be replaced by the pronoun “he” for ease of publication. Thus, the word “he” shall refer to both male and female employees.
SAFETY

SECTION 4

Safety is the number one goal of the Customer Services Department. The safety of customers, employees, aircraft, ground equipment and facilities must be placed ahead of all other considerations. Employees must never violate a safety rule in order to get the job done faster.

To do their job safely employees must receive proper documented training and be able to demonstrate proficiency. Once an employee has completed training and has demonstrated proficiency it is the responsibility of the employee to perform their job functions and complete all work in strict compliance with the standards taught during training. It is incumbent upon each employee to not become complacent and deviate from training standards. Complacency is one of the key contributors to ramp accidents.

To prevent accidents, injuries or damage to aircraft or equipment employees must monitor the condition of any equipment that they are using. Any equipment that is not operating properly must not be used and the situation should be reported promptly to management.

If a procedure cannot be completed safely it should not be attempted. Each employee is expected to report to management any situation or condition, which they feel to be unsafe.

To ensure a safe workplace for all employees, violations of safety rules must not be tolerated. Employees who observe a fellow employee attempting to violate safety rules should take action to stop the unsafe act by immediately discussing the situation with the employee, or by immediately reporting the situation to management.

The loss of situational awareness can be deadly. Experienced employees in the airline industry have been seriously injured or killed by aircraft propellers and ground equipment when they failed to pay strict attention to what they were doing.

In addition, all employees should be aware of any signs that a co-worker’s health or other condition is affecting or may affect the co-worker’s ability to do their job safely. Persons in distress may not realize that their judgments are affected. The co-worker may need to be immediately escorted to a safe location. If unsure what to do, contact a supervisor or manager immediately.

Employees approaching an aircraft must make certain that all propeller or jet engine motion has ceased prior to approaching the front or rear of an aircraft engine. The area behind an aircraft engine can be hazardous due to prop blast or jet blast. Serious injury or death can occur if an employee is hit by a moving propeller or sucked in by a jet engine intake.

Each Customer Service Agent working on the ramp is expected to wear hearing protection whenever aircraft engine or other noisy conditions exist. Hearing protection devices are initially provided by the company and should be safeguarded against loss. Should you lose your hearing protection devices, you are responsible for replacing it.
SAFETY

Employees who engage in unsafe acts, horseplay, violate safety rules, damage an aircraft or equipment will be subject to disciplinary action up to and including termination of employment.

The ability of an aircraft to take off, fly and land safely depends on many things. One of the most important is providing the flight crew with an absolutely accurate location and count of passengers, bags, cargo and any other items that are loaded on the aircraft. The EX-0011 is the document that is used to report this information to the flight crew. Employees who complete and sign the EX-0011 must make certain that all information is accurately reported. Employees must never knowingly allow an aircraft to take off if inaccurate information is discovered. If an error is discovered, immediate steps must be taken to contact the flight crew prior to take off. If contact cannot be made at your station contact dispatch immediately.

Employees are required to demonstrate a commitment to safety by knowing, obeying and following all safety rules and procedures.

Compliance with the Safety Rules is important for the safety of our employees, our customers and for the prevention of aircraft ground damage.
DEPENDABILITY

SECTION 5

Each employee of the Customer Service Department is expected to be at work on time every day he is scheduled. By necessity, station staffing levels are planned and budgeted based on all employees reporting for work whenever they are scheduled to do so. Since station staffing levels cannot take into account agents who are absent or late, customer service, on-time performance and safety can be affected negatively when fewer people must carry out the station’s overall workload. In order to meet our service and profit goals, our flights must consistently operate on time. In order for this to occur, each employee scheduled to work a shift must arrive at work early enough to be at his position ready to work when the shift begins. It is a good idea to plan to arrive 10 or 15 minutes before the beginning of your shift. Although you are not paid for this time, it is a good insurance policy against tardiness and extra stress when you are trying to beat the clock.

Each Station Manager will establish a local procedure for notifying management that you will be either late or out sick. We ask each employee to call as soon as they know or suspect they will be unable to report to work. The absence call must be made not less than one hour prior to the scheduled start of your shift. Failure to call in prior to one hour before the beginning of a scheduled shift will subject the employee to corrective action. Employees who will be late are required to call no later than 30 minutes after their scheduled start time to avoid being cited as a “No show”.

Employees who clock in on time, but are not present at their assigned work position before the beginning of their shift, will be subject to corrective action separate from any counseling for dependability.

Agents who fail to clock in will be considered tardy unless their arrival was witnessed by a supervisor.

Falsifying time records or any other method of misleading the company in regard to time worked is grounds for dismissal.

In the interest of protecting employees’ wages on the occasion of legitimate illness, the company provides full time employees with a certain number of paid sick days.

The company’s position is that every employee should strive for perfect dependability and in keeping with that philosophy, we have designed our evaluation system to reward employees who demonstrate good dependability.

At the end of the year, hourly paid employees who do not utilize their paid sick time may receive payment at their regular hourly rate for each hour of the year’s sick time that was not used or they may carry it over into the following year up to a maximum total of two-hundred forty (240) hours.

An absence is defined as missing more than one half of a scheduled shift regardless of the length of the shift.

Punctuality is defined as arriving at work “ON TIME” based on the start time of the shift as specified on the work schedule or any shift trade agreement. “ON TIME” is defined as “clocking in” at or before the start time of the shift as measured by the station’s timekeeping device.
DEPENDABILITY

For corrective action purposes, dependability is evaluated on a 12-month floating window.

For annual evaluation purposes, the employee’s score is based on the number of dependability events that occur during the evaluation period.

A Dependability Event is defined as incurring an absence and/or not being punctual.

For corrective action purposes, employees who are late to work or absent are subject to inquiry counseling or discipline for each event based on their performance within a 12-month floating window.

**Recommended Guidelines for Counseling and Corrective Action Levels:**

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**NOTE:** Inquiry Counseling includes a discussion of why the employee was absent or late, a reminder of the impact that dependability problems have on the operation and a discussion of how to avoid further late or absent occurrences.

Based on a case-by-case review of the circumstances management may choose to repeat a previous level of discipline if it would be in the best interest of the company to do so. Similarly, management may skip levels of disciplinary corrective counseling advancing to a more serious level if the offense warrants doing so or a pattern of abuse has been established.

If an employee has signed up to work an additional shift or accepted a shift swap which results in the employee working a double on a particular day, any sick call or absence for both shifts will result in two (2) sick days being applied to those absences if the full-time employee has sick time available.

When absent multiple consecutive scheduled workdays, the employee will only incur one dependability event. An absence of 7 (seven) or more consecutive, scheduled workdays is considered a Leave of Absence and will count as one dependability event for evaluation purposes.

Approved LOA’s (Military, FMLA, etc.) do not count as a dependability event and will not be counted against the employee for evaluation purposes.
DEPENDABILITY

Employees who will be late are required to call and notify a supervisor or a manager of their anticipated late arrival at work. The manager or supervisor must receive this notification call no later than 30 minutes after the scheduled start time of the employee’s shift. Failure to meet this time requirement constitutes a “no show” and subjects the employee to the following:

1st No Show  Level III (Minimum Corrective Action but if employee is already on Level III for dependability, may result in termination.)

2nd No Show  Termination

NOTE: This rule also applies to employees reporting for a swapped shift.
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TRAINING

SECTION 6

The overall success of the Customer Service Department is dependent upon how well each employee performs their job responsibilities. In order to do their jobs well, employees must be properly trained. Departmental policy states that no employee will perform any function until they have received proper training, which has been documented in their training file. Each Station Manager is tasked with the responsibility of ensuring that each employee receives properly documented training and becomes increasingly proficient in the performance of his job responsibilities. To that end, departmental policy states that as soon as possible arrangements will be made for each newly hired Customer Service Agent to attend the New Hire classes, which are available.

Each Station Manager is required to contact the US Airways Express Training Department to enroll employees in New Hire training classes.

Probationary employees are required to maintain passing grade averages for each class of 85% or higher. If at any point during the training (Ramp, New Hire, etc.), it is determined that the customer service agent will not pass the class, then the employment of that individual will be terminated. Refer to Section 8, “Probation and Training” for the definition of probationary employees. Any non-probationary employee who fails a class will be given one more chance to obtain a passing grade. Failure to do so will result in the employee’s termination.

NOTE: Anyone caught cheating on any required training will be subject to disciplinary action up to and including termination of employment.

Compensation While in Training: Hourly employees attending out of base training will be compensated at their normal straight time rate for the number of training hours scheduled for that particular training session. The following are not considered time for which the employee would be compensated: off duty time, ground transit times to/from the training location/hotel/airport and time in the hotel. Travel time will be considered as compensated time and calculated as follows: Scheduled flying time, on the manager approved route plus one hour each way. The one hour added on includes 45 minutes for check in and 15 minutes for baggage claim. Hours over 40 per week will be compensated at an overtime rate.

Please see Section 22 for meal per diem reimbursement.

Pass Arrangements: Only the Station Manager, Operation Manager or Supervisor will make space positive reservations for employees attending training classes. The itinerary is to begin and end in the employee’s domicile city. Travel must be via the most direct routes available.

Hotel Accommodations while in Training: Hotel accommodations while in training are for employees only. Non participants in the training class will not be allowed to reside in the room while the employee attends the training course.
TRAINING

Dress Code and Behavior While at Training: As representatives of the company, customer service employees who attend training are expected to act professionally in class, after class, during the evening and overnight. The company has invested significant funds in enabling employees to attend these training opportunities. Accordingly, proper behavior and dress is a requirement. Improper behavior is prohibited, as it reflects poorly on the company and has a negative effect on agent alertness in the training sessions. Remember that training classes are provided for learning, not socializing. Training class dress code is the same as for non-revenue travel.

Employees attending training are required to report early or on time at the beginning of class, when returning from breaks and from lunch. Employees late for class are subject to the policies and procedures included in the dependability section of this handbook just as they are when reporting for work at their station.

Advance Preparation for Training: Proper preparation for training classes is critical to an agent’s success. In the case of New Hire training, each employee will be provided in advance, a workbook. A test on the contents of these workbooks will be given on the first day of training. NOTE: New hire employees are encouraged to obtain a workbook from their Supervisor or Station Manager well in advance of their class attendance and to bring that workbook with him when traveling to training.

Agent Involvement: Each customer service agent is expected to assertively pursue his training. Until such time as the agent is fully trained in all areas, the agent will be expected to utilize all time on duty to enhance his job knowledge through iLearning courses or through studying workbooks and manuals. Questions or concerns regarding training should be addressed immediately to the Supervisor, Shift Manager, or Station Manager.

As stated in Section 1 of this handbook, it is our hope that each employee will obtain job satisfaction and fulfillment through proper training and outstanding job performance.

Required iLearning Training: On a quarterly basis, each Customer Service Agent shall be required to successfully complete a number of iLearning Training Courses. To be considered complete, the courses must be taken during the quarter in which they are assigned (with the exception of new hire employees or employees returning from leave of absence) and the agent must achieve the minimum passing score. Agents who fail to “complete” the courses will be subject to corrective action. Employees are required to check their iLearning accounts twice a month (first and fifteenth) to be sure they are up to date on their iLearning training.
WORK RULES

SECTION 7

In addition to the work rules and standards of personal conduct outlined in the company employee handbook, the Customer Service Department has developed additional rules applicable to our employees. These rules are important to getting the job done safely, efficiently and economically, while maintaining good working relationships between employees and ensuring our passengers receive only the finest customer service. Many of these work rules are explained in the various sections of the Customer Service Department Policies and Procedures Handbook and are repeated here to emphasize their importance.

The work rules below have been included to ensure that each employee clearly understands that there are certain unacceptable actions or activities, which are harmful to the welfare of the company, its employees and its customers. Each employee is required to follow all rules and company policies as listed in the Piedmont Airlines Company Handbook and the Customer Service Department Policies and Procedures Handbook. This list is not all-inclusive. Any action, behavior, or activity that compromises safety or harms the company, its passengers, or its employees, is prohibited. Failure to abide by and follow this general rule or the following work rules will subject the employee to corrective counseling, discipline, or termination of employment. If an investigation reveals that an employee has committed a serious infraction, he will be subject to immediate termination.

It is hoped that by openly communicating the "do's and don’ts", each employee will clearly understand what is expected of them and be able to succeed and enjoy their employment with Piedmont Airlines, Inc. The work rules are sorted into General Rules, Safety and Security, Customer Interaction, Integrity, Expertise and Prohibitions.

GENERAL WORK RULES AND STATION ROUTINES

There are a number of responsibilities, requirements and rules each employee must adhere to everyday. The following are some examples of those rules. This list serves as an example and is not all-inclusive.

All employees MUST act within company guidelines to provide safe, courteous and efficient service to our customers and fellow employees. A key factor in accomplishing this is the fulfillment of the employee’s responsibility for making themselves aware of their work schedule and reporting for work on time. This will enable them to be at their workstation ready to work at the starting time of their shift. Customer Service Agents are required to personally clock in on the officially approved timekeeping device in use at the station.

Being on time is key to starting your day right. Once you are on the clock you must perform to the peak of your abilities and within the parameters of the station’s work rules. Consequently, refusing or failing to follow instructions or perform designated work is prohibited. Loafing, sleeping on the job or failing to provide 100% effort in order to get the job done as quickly and safely as possible is prohibited. Finally, careless or inefficient performance of duties, including failure to maintain proper standards of workmanship or productivity is prohibited.
WORK RULES

The proper use of privileges and the application of common sense require employees to conduct themselves in a manner that adds to rather than detracts from the efficient operation of the station. For example, employees signing up for overtime or wishing to swap into a position should be qualified to work that position (the Station Manager will determine this qualification). Employees are expected to maintain appropriate licenses and qualifications as the loss or suspension of any license or other qualification necessary to perform assigned duties can be significantly detrimental to the best interest of Piedmont Airlines, Inc. and/or fellow employees.

From the common sense perspective the following are obvious requirements. An employee must not leave the work area without permission from management or leave the station before the end of a shift without permission from management. Customer Service Agents are required to remain on company premises and to work their ENTIRE shift unless they receive specific permission from management to leave the premises or leave early. In order to maintain a nurturing work environment each employee must maintain a professional, positive and supportive relationship with all direct and indirect co-workers during all daily interactions.

A good worker cannot do good work without the proper tools. It is incumbent upon the employee to report all equipment malfunctions (such as: computers, ticket/bag tag printers and hard copy printers, tugs, bag carts, etc.) to their supervisor promptly. The key to success is on time performance. It is not an over statement to say on-time performance is critical to the survival of our company. Each Customer Service Agent is expected to work diligently toward ensuring that each originating flight and all subsequent flights depart on time and in a safe manner. When processing flights be alert to flight operations, i.e. irregular ops and assist in the handling of connections, oversold and irate customers. When boarding the flight collect customers flight coupons, verify the number of coupons collected and ensure the tickets are safely forwarded to the appropriate collection point.

A successful Customer Service Agent will go above and beyond knowing not just the basics but also the detail of our product such as servicing customers with disabilities and the US Airways Dividend Miles Program. Knowing more than the basics highlights you as competent and professional.

Another key aspect of your job is handling situations other than direct customer contact. These jobs can range from arranging for the delivery of mishandled baggage to the customer while evaluating and choosing the best delivery option to minimize delivery cost for the company to receiving, processing, securing and making available for pick-up all PPK consignments. Some of the non-daily assignments can require doing certain functions on an occasional basis such as loading and unloading air cargo vehicles.

Other examples of these occasional assignments can include the receipt and processing of U.S. Mail shipments in accordance with U.S. Postal Service regulations and company policy. The completion and maintenance of air cargo records and files as required by federal and company regulations or working with US Airways/US Airways Express Cargo Sales personnel to promote US Airways cargo service to shippers and freight forwarders.

In order to promote teamwork and share expertise you may be required to assist new employees with on-the-job training as requested by a Customer Service Supervisor (CSS) or Station Manager. These requirements may vary by station but you must complete all tasks as necessary or as directed by a Customer Service Supervisor or Station Manager.
WORK RULES

Not all-necessary customer service work is glamorous. For example, Customer Service Agents are expected to perform the following tasks: lavatory servicing, lavatory cleaning, RON cleaning, trash removal, bodily fluids clean-up, lavatory cart refilling, deicer refilling and deicing (including driving the equipment or spraying deicing fluid from the top of a tower or from the bucket).

The employee should be aware some stations have requirements that other stations do not. For example, when local circumstances require, Customer Service Agents shall participate in Weather Training and become certified weather observers after which they will perform hourly and special weather observations as necessary.

Finally, the company wants the employee to be an active player in the operation of the station. It is key that the entire station team be informed and participate in station decisions. In order to assure this, management may find it necessary to require employee’s attendance at a meeting of all station employees. When this is necessary the manager will post the date well in advance and indicate that the meeting is mandatory. Individuals on vacation are excused from mandatory station meetings. All other employees must advise local management of any conflicts. It shall be up to the Station Manager to determine whether or not the employee will be excused from the meeting. Any employee, who fails to show up for the meeting, who did not advise management of a previous conflict and receive permission of management not to attend, shall be subject to corrective action.

SAFETY AND SECURITY

Providing a safe and secure environment for yourself, your fellow employees and our customers is your top priority. Any negligent action that may result in injury to self or others, or damage to company property or property of others entrusted to the company or property of fellow employees is strictly prohibited.

Some basic rules: all employees shall wear hearing protection when working on an active ramp or in a high noise area. Each employee will exercise extreme care in the avoidance of aircraft propellers or jet intakes. Any damage to equipment, the facility, or to an aircraft will be reported immediately.

You are the key player in assuring a safe flight. Extreme accuracy will be utilized by each employee in the preparation of the EX-0011 aircraft load worksheet and in the counting of customer bags and the determination of cargo and comat weight. You must always give the flight crew accurate loading or deicing data, verified passenger counts and any ground security items for each flight departure.

You are an integral part of airport security. Challenge unauthorized or unknown individuals not displaying appropriate identification in non-public areas. Report the presence of such persons to management personnel, law enforcement officers, or airport authorities immediately. Observe all TSA, FAA, company and airport security/emergency/safety procedures at all times.
WORK RULES

The ramp equipment is YOUR equipment. Check ground equipment/jet way/any other specialized equipment you use daily to determine that it is in workable condition. Operate manual and/or automatic transmission equipped tugs, tractors, belt loaders, vans, or other assigned equipment safely. Ensure that any carts or other equipment being towed do not get closer to the aircraft than permitted distances. Operate Ground Power Units (GPU’s), lavatory carts, air start bottles and potable water units in accordance with safety requirements.

Use proper hand signals with day or night wands to greet arriving aircraft and guide aircraft to parking place. In similar fashion, provide proper signals to aircraft prior to departure. After the arriving aircraft has completely stopped, securely place chocks on front wheels. In like fashion, remove chocks from departing aircraft when directed to do so by the pilot.

After the aircraft engine is stopped and the propeller has ceased to spin, secure the “prop tether” propeller blade if required. Prior to aircraft departure, remove the “prop tether” and stow it. If applicable, assist Flight Attendants with closing the aircraft door after receiving the signal to close the door. Load, stow and secure baggage/cargo in accordance with the limits published for the aircraft. Exercise caution for your personal safety and that of co-workers in lifting baggage up to or down from the aircraft.

Use safe operational procedures for each flight arrival and departure. Be sure you are in place to operate equipment prior to the aircraft's arrival. This will ensure the quick, safe deplanement of our customers. Ensure continued safe operation of ground equipment by completing recurrent training programs.

CUSTOMER INTERACTION

After safety our number one priority is providing a service to our customers’ which encourages their repeat business. You should always be courteous and helpful to customers, visitors and company employees. Always greet customers in a warm, sincere and friendly manner. Serve customers with a smile. Remember to adhere to the US Airways “Customer First Program.”

When first encountering a customer make good eye contact during the course of the service. Address the customer by name, such as Mr. Smith, Ms. Smith, or Mrs. Smith throughout the service. Add personal comments or service to all transactions when it is possible and appropriate. Do not rush through the service transaction unnecessarily, which could make our customers feel like they are being hurried, but do provide timely service. Advise customers of all necessary flight information such as seat number, flight number, gate number, connections, etc. Advise customers of the status of their flight (on time, delays, etc.) at the time they are checked-in.

Remember this may be the first time this customer has flown. Avoid use of airline terms (jargon) in communicating with customers. Give concise directions to customers, as needed. Sincerely apologize to our/your customer for any delays or inconvenience they experience.
WORK RULES

When dealing with awkward situations that were caused by the customer (such as excess baggage or carry-on, customer's late arrival at the airport) handle them as discreetly as possible, but politely and firmly resolve the problem, with a minimum of inconvenience to the customer. Provide assistance to customers as needed (elderly, customers with disabilities, unaccompanied travelers, families with young children). Remember; always adhere to the guidelines set forward in the US Airways “Customer First Program.”

During periods of irregular operation, inform customers of flight delays every 15 minutes. Update flight delay information every 10 or 15 minutes or whenever new information is available.

At all times, clearly and slowly announce all flight arrivals, boarding announcements and departure announcements as outlined in the Customer Service Manual. Provide assistance to customers as needed (elderly, customers with disabilities and families with young children).

Assist and pre-board any unaccompanied children, customers with disabilities, or any customers with special boarding requirements (e.g., aisle chairs, passenger lift devices, wheelchairs, etc.). For safety sake, unaccompanied children should not be announced in the pre-board briefing. Help all customers with pre-flight and connecting flight assistance, especially the following customer types:

- Unaccompanied minor
- Customers with disabilities
- Blind/deaf
- Elderly/non-ambulatory
- Non-English speaking
- First time flyers

Show concern and care when assisting elderly, customers with disabilities, or unaccompanied children. Question the passengers as to how they would like to be assisted. Strive to make the customers feel safe, welcomed and in caring hands. Coordinate lengthy layovers for connecting customers needing assistance in the following manner:

- Alert agents at the departure gate of the customer's location.
- Enter any requested assistance information into the computer as to the location of the customer and their assistance requirements.
- Provide necessary amenities.
- Never leave special-assist customers unattended.

Assist in boarding customers with special boarding needs. Be safe; use proper lifting techniques when assisting customers with disabilities to avoid injury to you or to the customer.

Assist deplaning customers requiring help to connecting flights or to the baggage claim area.

Actively greet all deplaning customers with a warm statement such as "Good morning/afternoon/evening, welcome to________.” Provide connecting customers with the appropriate gate information and other directions as necessary.
WORK RULES

Demonstrate sympathetic and professional behavior when carefully questioning customers about baggage problems. Authorize interim expenses for customers inconvenienced by mishandled or damaged baggage as outlined in the Customer Service Manual or QIK. Attempt to resolve interim and damaged baggage claims locally by means of a cash settlement within authorized limits. Contact customers with delayed baggage on a regular basis to keep them informed of their baggage recovery status. Record details of all customer contacts in the “remarks” section of the baggage claim record.

Remember we want every customer to fly with us again.

EXPERTISE

A successful employee is one who has mastered all aspects of his job. In order to accomplish this, the employee needs to learn and apply many different and technically challenging subjects. The following are some examples.

In order to successfully assist customers the employee must master gate and ticketing skills. Among the necessary ticketing skills are US Airways/US Airways Express accepted forms of payment, ticketing restrictions, refund rules and non-revenue ticket issuance. In order to assist our frequent flyers, the agent needs to know and use standby boarding policies, including Chairman’s Preferred/Gold Preferred/Silver Preferred/Dividend Miles procedures as outlined in the Customer Service Manual.

It is equally important to know and utilize proper gate procedures. In the rare circumstance when our computers fail, the agent must know and use gate fallback procedures, formats and the manual profiling system.

General industry and work knowledge is vital. The employee needs to know each aircraft type, its seat configuration and the location of choice seats/unaccompanied minor seats in order to execute the boarding process and handle exceptional situations such as briefing customers assigned to seats in the emergency exit of their rights and responsibilities.

Knowledge of specific rules and regulations such as non-revenue customer boarding procedures, baggage acceptance procedures, fare rules and tariffs and carry on procedures is vital. When checking bags the agent should accept and check baggage to the customer's final destination; ensure all baggage have proper identification and is within US Airways/US Airways Express outlined policies for baggage acceptance. The employee should finish by recapping the number and destination of all checked baggage to the customer.

For both safety and comfort purposes the agent should know, enforce and inform customers of the US Airways/US Airways Express carry-on luggage policy. Check and tag any baggage brought to the gate that the customer may have not checked previously or ensure that a yellow carry-on tag is placed on all carry-on bags that will not fit inside the cabin.
WORK RULES

Baggage and cargo service is one of the most technical aspects of the agent’s job. Consequently, the employee must maintain a working knowledge of the computerized Net Tracer System. This includes tracing and locating misplaced or mishandled baggage, PPK’s and company material by the use of QIK / Net Tracer message queues and lists. When the bag is located, the agent must arrange for the delivery of mishandled baggage to the customer. If applicable the agent will authorize interim expenses for customers inconvenienced by mishandled or damaged baggage as outlined in the Customer Service Manual or QIK. If possible, attempt to resolve interim and damaged baggage claims locally by means of a cash settlement within authorized limits. After satisfying the customer, the employee needs to know and execute all of the appropriate record keeping functions and the Found Article Report as applicable. All of this can only be accomplished if the employee maintains an awareness of the Baggage Service Office’s claim processing practices and procedures.

All employees should be aware of operational functions as well as customer processing functions. For example, you need to know and carry out operations functions such as field condition reporting, entering FLIFO, pulling and reading weather sequences, updating FID screens, performing air to ground radio communication, completing and filing of FAA and company forms according to local procedures. You should be able to accumulate information on planned load and coordinate preparation of and/or prepare the load worksheet as well as have the ability to understand and properly disseminate the flight release.

When dealing with customers with disabilities you should ensure that all requests are in the appropriate customer’s reservation to ensure their needs are met. You should know the airport facilities and if applicable know the proper and safe use of electric carts, if carts are used to coordinate customer assistance.

When handling unaccompanied children complete and use the Unaccompanied Minor Form. Never leave a child in US Airways Express’ custody unattended. Be sure to know and correctly complete all special assistance forms as required. After successfully assisting the child, maintain all special assistance forms and documents as required.

In many stations we deal with cargo. The agent should know the proper acceptance and processing procedures for shipment and consignment of all PPK’s and air cargo. This includes knowing the proper procedures for shipping/screening cargo for unknown shippers. Make sure you are familiar with Cargo Account Profiles (CAP) and be able to distinguish if the customer is a known or unknown shipper. When dealing with a customer know and complete all air express, air freight, PPK and comat shipment paperwork/forms accurately; know and provide customers with information concerning the acceptance of cargo at all times; and know and use Autorate for all cargo shipments whenever applicable.

Be particularly aware of domestic/international shipping requirements for high value, perishable, live animal, human remains and all other shipments as necessary. Know the different aircraft dimensions for the acceptance and handling of all size shipments. Know and follow all applicable cargo embargoes. Understand and follow the handling procedures/paperwork of shipments involving U.S. Customs. Finally, prepare customer bills, collect funds, prepare bank deposits and complete cargo sales reports as outlined by company policy.
WORK RULES

When working on the ramp, be sure you are properly trained and signed off on all aspects. This is especially important when performing all facets of aircraft deicing and the refilling of deicing equipment. As a final note the possession of a valid driver's license is a condition of employment.

INTEGRITY

Each employee of the Customer Services Department is expected to act with honesty and integrity in all matters. We consider this to be part of each employee's job description. Honesty and integrity play a critical role in our continued profitability, safety and our ability to provide quality customer service. Ultimately, our long-term job security depends on these factors, which form the basis of our corporate reputation. Although this list is by no means all-inclusive, here are some examples of dishonest acts, which would subject an employee to disciplinary action up to and including termination and/or prosecution.

1. Dishonesty, misrepresentation of facts or falsification of records, reports or computer entries (including employment application) are prohibited.

2. Unauthorized possession, removal or use of company property; property entrusted by others to the company or property of fellow employees.

3. Misrepresentation in obtaining employee benefits or privileges.

4. Any threat, attempt or act of sabotage, or any action constituting a criminal offense, whether committed on or off duty will be grounds for dismissal and, where the facts warrant, prosecution to the fullest extent of the law.

5. Failing to report a known unsafe or illegal situation.

6. Unauthorized opening or reading of confidential comat, correspondence, files, or letters not addressed to the employee.

7. The theft, unauthorized use, removal or negligent use of any property, i.e., tools, equipment, personal property, records, or confidential information of other employees of the company.

8. Unauthorized shipment of any items on a US Airways / US Airways Express aircraft in any form including but not limited to comat, air freight, air express, PDQ, expedite or unaccompanied checked baggage.

9. Altering or falsification of time records or clocking in or out another employee.

10. Theft or embezzlement of company funds.

11. Falsifying tickets, forms, reports, training records and any other company document.

12. Improper waiving of a fare rule or issuing / reissuing a ticket at an unauthorized reduced rate for a customer, family member, friend, or for personal gain. This would include the sale of a companion pass.
WORK RULES

13. Fraudulent issuance of an accountable document including but not limited to (a ticket, boarding pass, travel voucher, refund draft, special service ticket, miscellaneous charge order, flight interruption manifest, excess baggage ticket, etc.).

14. Accepting payment (cash or credit) from a customer for any purpose without providing the customer with the proper ticket, receipt or other procedurally required document.

15. Misrepresentation of the facts to a supervisor or any member of management.

PROHIBITED ACTIVITIES

Certain activities are unacceptable in any business environment. Consequently violation of any of the following rules could result in severe disciplinary action or termination.

1. Horseplay or loud quarreling on company premises.

2. Using threatening or abusive language or intimidation.

3. Coercing or interfering with other employees or their work.

4. Any negligent action resulting in injury to self or others, or damage to company property or property of others entrusted to the company or property of fellow employees.

5. Fighting or any act of violence on company premises.

6. Participating in a felonious act.

7. Disruptive conduct while on duty or while on company property.

8. Insubordination or refusal to follow instructions.

9. Destruction or defacement of either company property or facilities or equipment located on company property.

10. Violation of security regulations.

11. Unauthorized possession of firearms or other dangerous weapons on company property.

12. Possession, selling, distribution, use of or being under the influence of drugs or other controlled substances unless prescribed by a physician while on duty or on company property.

13. Consumption of, use of, or being under the influence of alcoholic beverages while on duty.
PROBATION

SECTION 8

New-Hire Probation: Each new-hire or newly promoted Customer Service Agent, Supervisor, Operations Manager, or Manager will be placed on a minimum 6-month probation period. During this time, the employee will be expected to demonstrate those qualities and capabilities for which he was hired. Each employee is expected to fully familiarize themselves with the contents of the Piedmont Airlines Employee Handbook, as well as the Customer Service Department Policies and Procedures Handbook. The guidelines provided in these publications will help the new employee begin what we hope will be a successful and enjoyable career. Occasionally, despite the best efforts of the company, a probationary employee will be unable or unwilling to meet the standards set forth in the company and departmental handbooks. Probationary employees who fall into this category or demonstrate unsatisfactory performance will be subject to termination. Once the deficiency or problem area is identified, management will make a determination whether corrective counseling can be utilized to correct the deficiency or whether it would be in the best interest of the company for the individual to be terminated. New-Hire Probationary Employees are exempt from participating in the Fair Treatment Program. Previous warnings or documentation is not required in the release of a new-hire probationary employee as specified in Section 8: Corrective Action.

Probation and Training: Each new-hire full-time and part-time probationary Customer Service Agent must make himself available to attend approximately 2 to 6 weeks of out of town training. The ability to attend training sessions, which are scheduled at the company’s convenience, is considered a condition of employment. Release from probation is contingent upon the successful completion of all training required for the position. As specified in Section 6 of this handbook, probationary employees must obtain a score of 85% or higher in their training to maintain employment.

Extension of Probation: On the basis of an individual employee’s performance, management may determine that it is in the best interest of the company to extend the probation period.

Transferring while on Probation: Employees on probation are ineligible for transfer unless after a case-by-case review it is found that the transfer will be in the best interest of the company.
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CORRECTIVE ACTION

SECTION 9

It is the policy of Piedmont Airlines, Inc. to provide a uniform and consistent procedure for administering corrective action for infractions of company rules and less than satisfactory work performance. The sole purpose of corrective action is to “correct,” not to punish.

Corrective Action may range from timely Level I Corrective Action for minor offenses to Level II Corrective Action for more serious offenses to Level III Corrective Action for very serious offenses (which serves as a final warning and may or may not include a suspension). Ultimately the employee is subject to termination for flagrant or repeated infractions of rules.

NOTE: Corrective Action may not be feasible in every situation. The appropriate action to be taken in dealing with performance deficiency, behavior problems or violation of company policies and procedures must at all times be left to the discretion of Piedmont Management.

Guidelines for corrective action are described on the following pages.

The employment relationship is based on the prevention of performance problems through a system that calls for clarifying expectations, encouragement, advice and reward. The system normally focuses on problem handling only after an employee’s behavior/performance has continued to be below expectations despite efforts to clarify and advise.

The objective of corrective action is to preserve the work relationship, not to end it. Ending it is simply an unhappy result when an employee has failed to live up to his agreement or perform his job satisfactorily and/or adhere to the business principles and social conduct necessary to the continuation of a friendly, cooperative and effective work group.

Probationary Employees:
Occasionally, despite the best efforts of the company, a probationary employee will be unable or unwilling to meet the standards set forth in the company and departmental handbooks. Probationary employees who fall into this category or demonstrate unsatisfactory performance will be subject to discharge. When a deficiency or problem area is identified, management will make a determination as to the extent of corrective action to be utilized to correct the deficiency. Management may skip steps when dealing with probationary employees that would have otherwise been taken with non-probationary employees and in some instances, decide if it would be in the best interest of the company for the individual to be terminated.

New Hire Probationary employees are ineligible to participate in the Fair Treatment Program.
CORRECTIVE ACTION

The following steps are representative of the procedure normally to be followed for the handling of routine non-probationary employee performance problems.

Overview:
In carrying out the Customer Service Department Employee Corrective Action process, management may make a determination as to which of the following levels of corrective action is appropriate based on the infraction and the employees previous performance.

<table>
<thead>
<tr>
<th>Level</th>
<th>Action</th>
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<tbody>
<tr>
<td>Level I</td>
<td>Corrective Action</td>
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<td>Level II</td>
<td>Corrective Action</td>
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<tr>
<td>Level III</td>
<td>Corrective Action: Final Warning (may include suspension)</td>
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<tr>
<td>Level IV</td>
<td>Termination of Employment</td>
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Each of the above levels of corrective action will be documented on a “CUSTOMER SERVICES DEPARTMENT EMPLOYEE CORRECTIVE ACTION FORM”.

CUSTOMER SERVICES DEPARTMENT
EMPLOYEE CORRECTIVE ACTION FORM

SECTION 1

EMPLOYEE NAME: ______________________ EMPLOYEE #: _______ DATE: _______

STATION: _______ DEPT: ______________________ DATE OF HIRE: _______

SECTION 2

DATE OF CURRENT INFRACTION __________
CURRENT INFRACTION __________

SECTION 3

SUMMARY OF CORRECTIVE ACTION FOR THE PERVERSOUS 12-MONTHS

<table>
<thead>
<tr>
<th>DATE</th>
<th>INFRACTION</th>
<th>CORRECTIVE ACTION</th>
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</table>

35
SECTION 4

CORRECTIVE ACTION TAKEN

- LEVEL ONE-CORRECTIVE ACTION
- LEVEL TWO-FORMAL WARNING
- LEVEL THREE-FINAL WARNING
- SUSPENSION _____ DAYS _____ INDEFINITE

SUSPENSION DAY(S) DATE(S) ________________________________

SECTION 5

EMPLOYEE COMMENTS:


SECTION 6

FOLLOW UP

FOLLOW-UP DISCUSSION HAS BEEN SCHEDULED FOR: DATE: TIME:

FOLLOW-UP DISCUSSION COMMENTS:


MANAGEMENT INDICATION OF FUTURE CONSEQUENCES:


I HAVE READ AND UNDERSTAND THE ABOVE REPORT:

EMPLOYEE SIGNATURE ____________________________

MANAGEMENT SIGNATURE ____________________________

DISTRIBUTION: Station Manager/Station Director/Employee Personnel File/Human Resources-SBY
CORRECTIVE ACTION

Section 1 Documents the employee’s name, employee number, date, station, department and date of hire.

Section 2 Documents the date and the details of the current infraction.

Section 3 Documents a 12-month floating summary of any corrective action taken with the employee.

Section 4 Documents specific level of corrective action management has determined to be appropriate for the particular infraction detailed in Section 2.

Section 5 Provides space for employee comments regarding the specific infraction and corrective action taken.

Section 6 Utilized where appropriate to schedule a follow-up discussion as well as to document any comments associated with the follow-up discussion.

Section 7 Used by management to document the future consequences that the employee can expect if a particular infraction is repeated. This section also provides a space for the employee’s signature indicating that they have read and understand the corrective action. If an employee refuses to sign, a note will simply be made on the corrective action form.

Distribution:
Once the employee has added their signature in the space provided, management will distribute as follows: Employee/Station Manager/Station Employee Personnel File/Station’s Director (for level III and above only)/Human Resources MDT.

APPLICATION OF THE VARIOUS LEVELS OF CORRECTIVE ACTION:

Level I Corrective Action:
Level I Corrective Action is the first level of written corrective action and serves as a documented warning to the employee that they need to make the necessary changes or take the action required to correct the specified problem or behavior. Failure to correct the problem or behavior specified in the Level I Corrective Action and/or non-compliance with other company policies and procedures, shall subject the employee to more severe corrective action up to and including termination of employment.

Level II Corrective Action:
Level II Corrective Action is the second level of written corrective action and normally follows Level II Corrective Action. Level II Corrective Action serves as a documented warning to the employee that he must make the necessary changes, or take the action required, to correct the specified problem or behavior. Failure to correct the problem or behavior specified in the Level II Corrective Action and/or non-compliance with other company policies and procedures shall subject the employee to more severe corrective action up to and including termination of employment.
CORRECTIVE ACTION

Level III Corrective Action: (Final Warning)
Level III Corrective Action is the third level of written corrective action and normally follows Level II Corrective Action. Based on a careful review of the circumstances by management, Level III Corrective Action may or may not include a suspension without pay. Regardless of whether or not the Level III Corrective Action includes a suspension, the employee is being put on notice that his job is in jeopardy. Failure to correct the problem or behavior specified in the Level III Corrective Action or non-compliance with other company policies and procedures shall subject the employee to additional corrective action up to and including termination.

All Level III Corrective Actions shall be reviewed with the Director, except when the employee’s conduct justifies immediate suspension for cause, pending investigation. In those cases, local management will take the appropriate action and notify their Director.

When a suspension is issued, the Supervisor shall inform the employee of the days on which the employee is suspended without pay. The employee will be advised that non-revenue travel is prohibited during periods of disciplinary suspension.

Termination: Termination is the final step in the disciplinary process. This step is generally taken after an employee has failed to improve in response to coaching and previous corrective action. It may however be taken as an immediate step if the infraction is so severe that the company believes termination is warranted.

NOTE: Management reserves the right to skip any of the steps listed above based on the seriousness of the infraction.

Recourse: An individual employee may appeal disciplinary action by following their chain of command within the Customer Service Department. They must first attempt to resolve the issue with their Station Manager. Once they have completed that step, they may appeal to their Director as the final step in the appeal process. A termination may be appealed through the Fair Treatment Program.
FAIR TREATMENT PROGRAM

SECTION 10

The Fair Treatment Board is the procedure that may be used by employees who disagree with management’s termination decision. The procedure is available to all Customer Service Agents who have completed six (6) months of service with the company and have been released from probation. Complaints must be formally initiated no later than fourteen (14) days after you become aware, or reasonably should have become aware, of your termination.

You may appeal your termination and request a “Board of Review” by preparing a written, signed, dated request for a “Board of Review”. The written request for a review board as well as all supporting materials must be received by the Director of Human Resources or designee within fourteen (14) calendar days from your termination. The board shall be comprised of two management representatives and two peer representatives from the Customer Service Department who shall be randomly selected. The manager involved in the termination decision or his designee(s) and the affected employee shall present the matter to the board. The board is responsible for producing a written decision within fourteen (14) calendar days after the board meets. A majority decision shall be final and binding. The board may vote to uphold, reduce, or completely overturn the termination decision. Should the board find itself in a deadlock position, i.e. 2 “for”, 2 “against”, the original company decision is final and binding. In some cases the board’s decision will be available the day of the hearing. If the decision is not available the day of the hearing, the employee will be notified in writing within fourteen (14) calendar days after the Board of Review.

Probationary New Hire Employees:

New Hire probationary employees are ineligible to participate in the Fair Treatment Program.
EVALUATIONS

SECTION 11

Annual Evaluations:
Annually, in conjunction with their anniversary date (original or adjusted), each full-time and part-time Customer Service Agent will be evaluated using the evaluation form and guidelines included in the latter part of this section. Each Station Manager will initiate the evaluation process 8 to 10 weeks prior to the employee’s anniversary date. The Customer Service Department has established a goal for Customer Service Managers to have each employee’s evaluation submitted in a timely manner after the employee’s anniversary date to enable the evaluation to be considered, approved and returned for review with the employee within 60-days of the employee’s anniversary date.

Each employee will be awarded a base annual increase with the opportunity for up to 4% in additional bonus increase based on performance.

Bonus increases are earned as follows:

A. If the employee has Zero Safety / Safety Compliance Violations in the previous 12 months, Award 1%.

B. If the employee has two or less Dependability Occurrences in the previous 12 months, Award 1.5%.

C. If the employee has three to five Dependability Occurrences in the previous 12 months, Award 1%.

D. If the employee has six to eight Dependability Occurrences in the previous 12 months, Award 0.5%.

E. Effective January 2010, if the employee successfully completes all of their Company Mandated Quarterly Training for all Quarters in the time frames specified, Award 1%.

F. If the employee has Zero Corrective Actions (Not safety or dependability related) in the previous 12 months, Award 0.5%.
# Annual Employee Evaluation

## BASE ANNUAL INCREASE

## Bonus Increase Earned as Follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Possible Bonus %</th>
<th>Goal Met</th>
<th>Goal Not Met</th>
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<tbody>
<tr>
<td><strong>Safety</strong></td>
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<tr>
<td>A. Zero Safety / Safety Compliance Violations in the previous 12 months.</td>
<td>1.0%</td>
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<tr>
<td><strong>Dependability</strong></td>
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<tr>
<td>B. Two or less Dependability Occurrences in the previous 12 months OR</td>
<td>1.5%</td>
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<td>0</td>
</tr>
<tr>
<td>C. Three to five Dependability Occurrences in the previous 12 months OR</td>
<td>1.0%</td>
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<td>0</td>
</tr>
<tr>
<td>D. Six to eight Dependability Occurrences in the previous 12 months. OR</td>
<td>0.5%</td>
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<td>0</td>
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<tr>
<td><strong>Proficiency</strong></td>
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<tr>
<td>E. Completion of mandated Quarterly training</td>
<td>1.0%</td>
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<td>0</td>
</tr>
<tr>
<td><strong>Corrective Action</strong></td>
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<tr>
<td>F. Zero Corrective Actions in the previous 12 months (Not Safety or Dependability related)</td>
<td>0.5%</td>
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<td>0</td>
</tr>
</tbody>
</table>

BONUS INCREASE EARNED = 0%

TOTAL ANNUAL INCREASE EARNED = 0%

EMPLOYEE COMMENTS:
SENIORITY

SECTION 12

Seniority plays an important role in the Customer Service Department. There are several different kinds of seniority that each customer service department employee needs to understand.

DATE OF HIRE: Your date of hire is extremely important since it determines your boarding priority when you make use of your non-revenue travel privileges. For travel purposes, it does not matter if you are a full time employee or a part time employee. Your date of hire determines your boarding priority.

Example: A part time agent with one year seniority will have boarding priority over a full time agent with six months seniority.

Date of hire seniority is also used in the bidding of vacation and schedule at your station. If two employees are hired on the same date, the agent with the earliest birth date has seniority and will bid first.

Employees on a disability, family medical, or personal leave of absence will accrue seniority and longevity for the first 90 days of that leave. Seniority will cease to accrue after 90 days. When the employee returns to work, they will be given an adjusted date of hire that will be used in the future for bidding schedules and vacation and for other benefit purposes.

SUPERVISORY SHIFT BIDS: Time in grade will be utilized to calculate bidding on the supervisor's work schedule. In other words, the full time employee who has been a supervisor the longest, will bid first. In the rare situation of a supervisor who is allowed to downgrade to full time status, that individual will utilize the full time seniority date he possessed at the time he became a supervisor. If that individual returns to supervisory status, their previous time in grade will be reviewed and considered in the determination of their bidding status as a supervisor.

EMPLOYEES WHO TRANSFER TO ANOTHER STATION: The seniority rules stated above will apply to any part time, full time, or supervisory agent transferring to another station.

NOTE: If a member of the Customer Service Department Management is allowed to downgrade to a supervisory or agent position, the employee's date of hire will determine his bidding seniority.

VACATION BIDDING: Station size will determine how many employees can be on vacation at any one time. At non-hub cities, only one employee will normally be allowed to take vacation at any one time. Each Station Manager has the authority to override this policy when it is in the best interest of the company to do so. Employees will utilize their bidding seniority dates as explained above. However, the Station Manager will have first choice of vacation weeks regardless of his seniority based on their position as Station Manager. Similarly, supervisors will bid next in supervisor's seniority order, followed by full time agents.

NOTE: Only one management individual will be allowed to schedule vacation within the station at any one time unless the Director approves a variance. This means that a supervisor and a manager may not take vacation at the same time.
SENIORITY

1994 HUB AND SPOKE PROJECT

HUB & SPOKE PROJECT: BWI, DCA AND TPA  For work schedule and vacation bidding purposes the following procedure will be used to determine employee seniority within the station. The following are ranked in descending order of seniority.

1)  Current Piedmont Airlines Customer Services Agents or Supervisors, ranked by length of service as CSA or CSS; CSS service is also credited as CSA.

2)  Current Piedmont Airlines employees from any other job classification, by date of hire.

3)  Previous Henson Aviation employees, who were furloughed by cessation of Henson BWI or DCA operations in August 1989; ranked by amount of seniority at time of furlough.

4)  US Airways employees, (furloughed 1/30/94, or voluntary resignations due to scheduled furlough/downgrade on 1/30/94, or accepting work with Piedmont while currently continuing with US Airways.) These employees are ranked by:
   a) date of hire
   b) date and year of birth
   c) alphabetical by last name

5)  Employees hired on or after 11/10/93 through 1/31/94 for Customer Services Agent (CSA) positions, who do not have qualifying service in categories 1-4 above. These employees are ranked in the same manner as described in #4, above.

FOR WORK SCHEDULE AND VACATION BID ONLY:

Group #5    is assigned their date of hire
Group #4    is assigned 11/09/93
Group #3    is assigned 11/8/93
Group #2    is assigned 11/7/93
Group #1    is assigned their current Customer Services seniority.
SHIFT SWAPS

SECTION 13

Shift swapping is a privilege, which is under the complete control and authority of each local manager. Routinely, shift swapping will be governed by the following rules:

1. All agent shift swaps must be requested in advance through the use of a shift swap request form, per local policy. This allows sufficient time for the swap to be noted on the work schedule.

2. Once the shift swap has been signed and dated by both agents and approved by management, the swap is official and binding for both agents. An agent who is late or absent when scheduled to work a swap is subject to appropriate corrective action just as if he had originally been scheduled to work the shift.

3. The number of shift swaps which the agent may work is not limited except with the restriction that each employee must have at least one day off in seven and that no employee may work more than three consecutive full time equivalent work shifts in a row. This is to prevent agent exhaustion and fatigue which could compromise safety and performance.

4. An agent must be qualified to work the position that he is swapping into. The Station Manager will determine this qualification.

5. If an employee involved in a shift swap leaves the company, all swaps involving that employee are null and void, effective with the employee’s last day of work.

6. An agent who is absent for a shift after being denied a swap for that same shift is subject to disciplinary action including the loss of future swap privileges.

7. Shift swaps between full-time and part-time agents are permitted provided the agents involved are fully qualified as outlined above. It is the responsibility of the agents involved in the swap to keep track of hours "owed" one another.

8. Calling in sick or a no-show on a swap may result in a thirty (30) day suspension of swap privileges and subsequent occurrences will result in progressive levels of corrective action.
SHIFT SWAPS

9. Per local policy, permanent shift swaps may or may not be allowed. Any deviation of an agent's awarded schedule will be treated as a shift swap and will be paid at the agent's regular straight time rate. No over time will be paid as a result of a shift swap.

10. One way swaps for part-time agents are allowed per management approval however, it is the responsibility of the agents involved to keep track of hours owed one another.

11. Employees are considered full time when scheduled to work 40 hours per week. Although swaps are permitted, employees are expected to average a reasonable number of hours to maintain full time status. If an employee does not maintain a reasonable number of hours, the Manager will address this issue individually with the employee and advise the employee of the Company’s expectation. The employee will be given a designated time to increase his hours. If the employee fails to maintain the necessary number of average hours, the employee will be required to bid a part time line.

12. The Station Manager may permit a swap between a supervisor and an agent. If the swap is allowed, no overtime or pay adjustments will be made.

RECORDING SHIFT SWAPS ON TIME KEEPING DEVICE: An employee who is working a swap for another employee will swipe in and out normally for the shift he is covering. The agent will be paid at the regular pay scale even if it results in the agent working more than 40 hours in one week. Overtime will only be paid when the individual working the shift is asked or required to remain beyond the scheduled ending time of the shift and as a result exceeds 40 regular hours worked (swap hours excluded) in the week; same day swaps of equal hours are not excluded.

NOTE: Violation of shift swap rules will subject an individual to appropriate corrective action and possible loss of shift swap privileges.

NOTE: For safety of our employees and customers, no employee may work more than 2 consecutive full time equivalent shifts within a 24-hour period or more than 1 consecutive full time equivalent double shift within a 48-hour period.
TRACKING OF HOURS WORKED

SECTION 14

The Customer Service Department utilizes Unitime and paper time cards to keep track of the amount of regular hours and overtime hours accumulated by non-salaried employees. Since the tracking of hours translates directly into payroll, there are a number of regulations associated with this process.

Unitime cards are only to be “swiped” through the timekeeping device by the employee to whom the card has been assigned. Similarly, whenever time cards are used only the employee whose name appears on the time card may clock in or out using that card. It is against company policy for any non-management employee to handle another agent’s Unitime card or time card. ANY EMPLOYEE WHO “SWIPES IN” OR CLOCKS IN ANOTHER EMPLOYEE SHALL BE SUBJECT TO TERMINATION OF EMPLOYMENT.

Any employee who fails to “swipe in” or “clock in” on the approved timekeeping device will be tardy unless a supervisor witnessed that employee arrive on time for work. Regardless of whether their arrival was witnessed by a supervisor repetitive failure to “swipe in” or “clock in” on the approved timekeeping device shall subject the employee to corrective action.

Wherever paper time cards are used, each employee is responsible for filling out his name and employee number at the top of his time card at the beginning of each week. Time cards are to remain in the time card rack until collected by the supervisor or manager unless local station policy dictates otherwise. Employees are responsible for knowing their station’s procedures for the approval and documentation of extra hours worked (overtime, swaps, etc.). Local flight schedules will dictate the frequency and length of breaks deducted from total hours worked. Please check with your local management if you are not aware of these parameters.

Employees who utilize Unitime are responsible for securing and keeping track of their Unitime card. Employees must “swipe out” or “clock out” any time they leave the work area as defined by local policy. In any event employees must “swipe out” or “clock out” any time they go to the employee parking lot or enter a vehicle which is not on the AOA unless they are on specific company business as authorized by management. Employees are prohibited from temporarily parking their car in front of the terminal, “swiping in” or “clocking in” and then returning to their car to park it. Each Station Manager shall be responsible for defining the work area.

IMPORTANT: Each employee scheduled to work a shift must arrive at work early enough to be at his position ready to work the moment the shift begins. Employees who “swipe in” or “clock in” but are not at their assigned position ready to work the moment the shift begins shall be considered tardy.

NOTE: See section 5 - Dependability.
TRACKING OF HOURS WORKED

SECTION 14

FULL TIME MINIMUM HOUR REQUIREMENTS

Full Time employees are scheduled to work 40 hours per week and although swaps are permitted, Full Time employees are expected to average a minimum of 32 hours to maintain their Full Time status. If an employee does not maintain a minimum average of 32 hours, the Manager will address this issue individually with the employee and advise the employee of the Company’s expectation. The review of this requirement will be done on a quarterly basis. All employees, who do not meet their minimum average of 32 hours requirement will be identified and counseled by their Manager. If during the next quarterly review the employee has not achieved his minimum average, another meeting with their Manager will be conducted with the possible outcome of reclassification of the employee’s status to Part Time.

There are certain local conditions which would exempt the employee from being considered non-compliant with this requirement. Such as:

- Part time converting to full time during the time period
- Out for extended leave due to medical, military, personal, or OI
- Approved time off, such as Vacation, VTO or early shift leaves
- New hires who were hired within the quarterly reporting period that could not achieve the minimum hours due to their date of hire

If none of the above conditions are met, when the review of the quarterly report is completed, the employee will be considered as non-compliant with the minimum average of 32 hour requirement and further steps will be taken as outlined above.

Once re-classified, the employee will remain in a Part Time status and not be eligible to bid for any full time positions, when available, for a period of 12 months. After the 12 months has elapsed, the employee will be eligible to bid for any Full Time position that may become available within the guidelines of Seniority and the Bidding processes.
ADVANCEMENT

SECTION 15

**Advancement from Part Time to Full Time:** The criteria utilized in determining whether an applicant is offered full time or part time employment depends on the circumstances at that particular location.

When a new station is established and there are insufficient internal transfers and upgrades to fill all the full time positions, the position may be offered to newly hired individuals who begin their employment with Piedmont as full time employees. Management reserves the right to select those whom they believe are the most qualified individuals for all full time positions. Although the manager has the option of considering the stations part time employees for the available full time positions, the need to staff the station with the most qualified individuals is the top priority. The manager may select individuals from outside to fill the full time vacancies until the station is at full staff.

All vacancies at the station shall be posted in accordance with Section 15. Station management will consider all applicants who respond to the posting and through a selection process determine the individual who they believe is the best qualified for the position being filled. If no qualified part time employees apply for posted positions, the manager may elect to fill open positions from outside the company. Progressing from part time to full time has nothing to do with any employee’s seniority. All progression within the station is based on the employee’s attitude, qualifications and capabilities as determined by local station management.

**Opportunities in Management:** Our department policy is to, whenever possible, promote from within. Through our Leadership Development Programs, we are grooming supervisors to become potential managers. Similarly, we invite agents who are seeking advancement to communicate this interest to their local Station Manager who will discuss with them how they go about becoming qualified for a supervisory position. In spite of our best efforts, there occasionally will be times when there is no supervisory or management candidate ready or willing to accept a new position. At these times, we may be forced to select someone from outside the company. We owe it to each employee of our department to ensure that we select the very best candidates available to fill the management positions of Customer Service Supervisor, Shift Manager and Station Manager. We hope you will take up the challenge and work towards becoming a member of management at Piedmont Airlines, Inc.
JOB POSTING AND APPLYING FOR POSITIONS

SECTION 16

To ensure that all employees of the Customer Service Department have access to information concerning open positions within the system, this information is stored in QIK. To access this information, make the following entry: DRS, CTRL D, F3, EXPJOBS. The following information will be displayed on the computer screen for your use in reviewing and following up on posted positions.

* JOB POSTINGS FOR PIEDMONT AIRLINES *
* ***************************************************************************** *

LISTED BELOW ARE JOB POSTINGS WITHIN THE CUSTOMER SERVICE DEPARTMENT FOR PIEDMONT AIRLINES.

EMPLOYEES INTERESTED IN APPLYING/INTERVIEWING FOR ANY POSTED POSITION MUST....

---SEND A MESSAGE TO THE CONTACT PERSON AT THE ADDRESS LISTED IN THE POSTING INDICATING YOUR FULL NAME - STATION – POSITION – EXPERIENCE AND ANY OTHER INFORMATION YOU WISH TO INCLUDE.

***IMPORTANT THE MESSAGE MUST BE RECEIVED BY THE MANAGER BY THE DEADLINE.***

---TELEPHONE THE MANAGER TO CONFIRM RECEIPT OF YOUR MESSAGE.

---PRINT A COPY OF THE MESSAGE WHICH YOU SEND TO THE MANAGER AT THE STATION WHERE YOU WISH TO APPLY AND PERSONALLY HAND DELIVER IT TO YOUR CSM/STATION MGR‡ /OPERATIONS MANAGER.

---IT IS UP TO YOU TO FOLLOW UP WITH THE MANAGER IF YOU DO NOT RECEIVE A CALL TO SET UP AN INTERVIEW.

NOTE - EMPLOYEES WHO HAVE NOT BEEN RELEASED FROM THEIR 6 MOS. PROBATION OR WHO ARE ON PROBATION ARE NOT ELIGIBLE FOR TRANSFER.
JOB POSTING AND APPLYING FOR POSITIONS

**Minimum Length of Service Requirement Prior to Transfer:** Customer Service Department Employees who have transferred to a new location/classification must remain in the city to which they transferred for a period of at least six months. Management reserves the right to make exceptions to this policy on a case-by-case basis when it is in the best interest of the company to do so.

**Ineligibility For Transfer:** Employees on probation are ineligible for transfer unless after a case-by-case review it is found that the transfer will be in the best interest of the company.

**Commitment to Transfer:** Once the transfer request has been accepted by the employee and the agreed upon start date has been established the employee must report for duty at their new station on the agreed upon date or they will be subject to corrective action up to and including termination of employment.
PAY STRUCTURE

SECTION 17

Probationary Increase: Full & Part-Time Employees: A probationary increase shall be earned after successful completion of the six-month probation period based on the results of job performance and the successful completion of any required training courses, i.e., Ramp, New Hire training with a minimum average passing score of 85%.

Annual Merit Review: Annual merit reviews are conducted as a part of the Employee Evaluation process (see Section 11). The results of the Annual Evaluation determine the increase earned. Each employee is expected to strive for excellence and the attainment of an outstanding rating.

Paychecks: Payroll is biweekly.

Overtime Pay: Overtime is paid in the pay period in which it occurs.

Holiday Pay Calculation for Full-Time Employees:

Example A: Full-Time Employee Who Does Not Work the Holiday: An active full-time employee scheduled to work 40 hours per week who does not work the Holiday as part of his scheduled shift will receive 8 hours of Holiday Pay. Additional hours worked over 40 as a result of irregular operations, etc. will be paid at the normal overtime rate of time and a half.

Example B: Full-Time Employee Who Works the Holiday: An active full-time employee scheduled to work 40 hours per week, who works the Holiday as part of his scheduled 40 hours will receive 8 hours of Holiday Pay and overtime pay at time and a half for all hours on the Holiday up to a maximum of 8 hours. Additional hours worked over 40 as a result of irregular operations, etc. will be paid at the normal overtime rate of time and a half.

Example C: Full-time Employee Scheduled To Work the Holiday But Given the Holiday Off: An active full-time employee who is scheduled to work the Holiday but is given the Holiday off, will receive 8 hours of Holiday pay. Additional hours worked over 40 as a result of irregular operations, etc. will be paid at the normal overtime rate of time and a half.

Holiday Pay for Part-Time Employees: Part-time employees who actually work the holiday will be paid 4 hours of Holiday Pay in addition to the hours actually worked.

NOTE: Holiday pay hours count toward overtime.

OA Handling / CRS Stipend: Agents who qualify for and work other airline computer reservations systems to enable us to perform customer service for multiple carriers in their station will be eligible to receive a Quarterly Bonus.
UNIFORM AND APPEARANCE EXPECTATIONS

SECTION 18

Uniforms and personal grooming are critical parts of providing our customers with a high quality product. Each uniformed employee is required to comply with the US Airways “Uniform and Appearance Expectations” policy. Failure to comply with this policy subjects the employee to corrective action up to and including termination of employment.

CUSTOMER SERVICE UNIFORM (ATW Uniform): The ATW uniform describes the clothing worn by Customer Service Agents who work the ticket counter, gate, security (if applicable), baggage service and any other position where continual customer contact occurs. With wearing the ATW uniform, each employee is required to ensure that their uniform is complete, clean, properly pressed and free of excessive wrinkles.

Each employee is expected to obtain the following ATW (Customer Service) uniform items:

<table>
<thead>
<tr>
<th>Quantity</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>One</td>
<td>Blazer</td>
</tr>
<tr>
<td>Five</td>
<td>Shirts</td>
</tr>
<tr>
<td>Two</td>
<td>Skirt/pants</td>
</tr>
<tr>
<td>One</td>
<td>Belt and Buckle</td>
</tr>
<tr>
<td>Two</td>
<td>Tie (Male) Tab (Female)</td>
</tr>
</tbody>
</table>

Other optional items are available and are listed on the Piedmont Customer Service Uniform Order Form.

MATERNITY: Maternity clothes are available through the company. These maternity uniforms may be borrowed from the company with restrictions on alterations and promptness of returning borrowed items. The Uniform Department can be contacted for details. If you wear maternity clothes, you must follow the same color and style guidelines that apply to the standard uniform. Local management must approve the maternity clothes.

RAIN GEAR, RUBBER BOOTS AND REFLECTIVE VESTS (IF UTILIZED): Each local manager will make a determination as to whether rain gear and/or rubber boots and/or reflective vests (if utilized) will be available on a “common use” or “individually assigned” basis.

The company will purchase common use items; individually assigned items will be purchased by the employee through Payroll Deduction as a ramp uniform item. It is suggested that the employee place their name on any individually assigned rain gear.

IDENTIFICATION:

- Wear your Name Tag / Company I.D. badge at all times.
- Wear your I.D. on your outermost garment, above the waist.
- You may secure your I.D. using any authorized clip, beaded chain, plastic chain, or nylon breakaway braided cord in solid navy or black only.
UNIFORM AND APPEARANCE EXPECTATIONS

UNIFORM AND APPEARANCE EXPECTATION: Your personal appearance creates an impression, just like your uniform does. That is why the requirements are completely consistent with those of the uniform. The image is crisp, clean, professional, and polished -- a style that reflects US Airways/US Airways Express as outlined in the “Customer Service Manual (CSM), Chapter 11.1.

UNIFORM REPLACEMENT / REIMBURSEMENT POLICY: Each employee who has completed one year of continuous employment shall receive a $300 credit, on the date of their anniversary, to be used to purchase new uniform pieces. The credit will not carry over from year-to-year but will be replenished on the next anniversary date of each calendar year.

HEARING PROTECTION REPLACEMENT:

Replacement hearing protection, depending on the circumstances, shall be the responsibility of the employee.

UNIFORM BALANCE ADVISORY: Employee’s uniform balance is shown on their pay stub. This balance will increase or decrease depending on purchases, credits and the amount being deducted per pay. Uniform transactions may also be viewed on the Piedmont Website at www.piedmont-airlines.com under the Uniforms section of the site.

BEHAVIOR: The US Airways/US Airways Express image must not only be clearly reflected in your appearance, but also in what you say and do. Research shows that customers want uniformed employees to be truly engaged with them -- to look at them and to talk to them. Even actions that may seem insignificant can shape an opinion. That is why your actions and behavior must reflect the highest standards of professionalism.

While in public areas, at the ticket counter, or on the gate each Customer Service Agent is expected to behave in ways, which are professional, appropriate, discreet, friendly and polite. In general, all employees must be uniformed in compliance with the company’s appearance standards. Employees are prohibited from smoking, eating, drinking, or chewing gum while at the ticket counter or in other public areas with the exception of a public break area, smoking area, or restaurant. Sunglasses may not be worn at the ticket counter or other inside public areas. Employees will remove their sunglasses whenever they converse with a customer on the ramp or aircraft.

Although we endeavor to ensure that Piedmont Airlines, Inc. is an enjoyable company to work for, care must be taken to control boisterous laughing, loud talking, overt gestures and other behaviors, which may be offensive to our customers. Care must be taken to ensure that our customers cannot hear "back room talk". The use of profanity or other inappropriate or discriminatory language or behavior at any time, whether in public areas or in the back room, is unacceptable. Remember the customer’s perception of Piedmont is based on their observations of you at work.
UNIFORM AND APPEARANCE EXPECTATIONS

RAMP SERVICE UNIFORM (BTW Uniform): The BTW uniform describes the clothing worn by Customer Service Agents who work the ramp, operations, cargo and any other position where customer contact is minimal and the type of work performed would rule out wearing a ATW uniform.

Ramp Agents will report to work in a complete uniform and be in compliance with all uniform regulations. Only Company-approved uniform attire may be worn while on duty. Exceptions must be approved by Station Management.

GENERAL GUIDELINES:

1. Ramp agents must adhere to the appearance and uniform standards as stated in these guidelines.
2. Ramp agents must wear or carry a timepiece while on duty.
3. Ramp agents must display their IDs on the outermost garment, above the waist, at all times.
4. The uniform may only be worn while on duty or traveling to/from work.
5. The uniform may not be worn for personal use.
6. Ramp agents are prohibited from entering any bar, cocktail lounge, or liquor store in uniform, including airport lounges.
7. Ramp agents are prohibited from consuming or purchasing alcoholic beverages while in uniform.
8. Ramp agents are prohibited from gambling or entering any gambling establishment while in uniform.
9. The uniform must be clean and neat at all times.

PERSONAL PROTECTIVE EQUIPMENT: The Company will make safety equipment available to each ramp agent (such as hearing protection). Replacements will be done on an as-needed basis as determined by local Station Management.

1. Hearing Protection:
   a. All ramp agents are required to properly use hearing protection during aircraft servicing.
   b. If not Company issued, hearing protection devices must be approved by Piedmont Safety Department.

   NOTE: Walkman-style headsets are not an approved form of hearing protection. The use of personal radios, cassette players, iPods or cellular phones is prohibited on the ramp.

2. Eye/face Protection:
   a. Personnel required to handle chemicals, compressed gasses, or toxic/corrosive materials must use Company issued or approved goggles or face shields.
   b. Eye/face protection is required during lavatory servicing.
UNIFORM AND APPEARANCE EXPECTATIONS

3. Hand Protection:
   a. Employee supplied gloves, such as winter gloves, must be approved by Station Management.
   b. During lavatory servicing and other chemical handling, Company supplied chemically-resistant gloves must be used. Gloves must be kept in good condition, and discarded upon becoming worn out or ineffective.

4. Safety Vests:
   At stations where safety vests are mandated, the following guidelines are suggested. This may vary depending on station size.
   a. All new-hire ramp agents must wear a lime green safety vest for their 90-day probationary period.
   b. After 90 days, the ramp agent will wear an orange safety vest.
   c. Management will wear blue safety vests.
   d. If applicable, bus employees will wear lime green safety vests.
   e. The vests will be supplied by the Company.

UNIFORM AND APPEARANCE EXPECTATIONS:

1. Uniform:
   a. To prevent injury by clothing being inadvertently caught or snagged in equipment/machinery, shirts must be tucked in at all times.
   b. The length of shorts cannot be altered. Cuffs or rolling of shorts are not permitted.
   c. Pants must be worn at the manufacturer’s intended waist level.
   d. Jumpsuits may be unzipped a maximum of six (6) inches and pants rolled up no higher than the top of the boot or work shoe.
   e. Any visible clothing under the uniform must be navy blue, gray, or white in color. No lettering or printing is allowed to be visible unless it is the US Airways/US Airways Express logo or lettering.
   f. Jackets must be those approved by US Airways Express. The shell from the 3-in-1 parka may be worn as a separate uniform piece.
   g. Additional US Airways Express approved items, obtainable at the employee’s expense, include:
      1) Tennis shoes (predominately white, black, brown, blue or gray), full leather or suede work shoes or boots and/or steel-toed safety shoes can be worn while working on the ramp. No open-toed shoes are permitted.
      2) Plain white socks or white socks with the US Airways logo must be worn. Nylons are not permitted.
      3) Snow shoes/boots (cold weather stations).
      4) Safety shoes (optional use).
      5) Shoelaces must match the color of the shoe or boot.
      6) Black or navy blue belts are permitted.
      7) Weight belts (optional use).
UNIFORM AND APPEARANCE EXPECTATIONS

2. Hair/Hats:
   a. Hair falling past the shoulders must be restrained or put up as not to fall below the collar.
   b. Facial hair (mustache/beards) must be neatly groomed.

   **NOTE:** No extreme hair styles or colors are allowed.

   c. No bandanas or tie-together headbands will be allowed.
   d. Only Company-approved caps or hats will be allowed on the ramp.

3. Jewelry/Body Art:
   a. Jewelry, while not forbidden, should not be worn (other than a watch).
   b. No ramp agent may wear dangling types of jewelry due to the chance of injury if caught or snagged on equipment/machinery.
   c. Ramp agents may wear stud, post or miniature hoop (1/4 inch) earrings.
   d. Ramp agents must not have visible offensive tattoos or extreme piercings while on duty. (As determined by Station Management).

UNIFORM PURCHASE/ISSUE

1. Ramp agents will purchase their own uniforms consisting at a minimum of five (5) tops, five (5) bottoms, one (1) hat and one (1) 3-in-1 parka.

   **NOTE:** A sweatshirt may be substituted for the 3-in-1 parka.

   **NOTE:** All uniform items should be identified with the employee's name in an inconspicuous location.

2. Any temporary or new-hire employee may wear generic items of a style and color as directed by Station Management until the approved uniform is available.

   **NOTE:** New hire employees working ramp positions will be responsible for purchasing their own uniform(s). New hires must order the complete basic uniform within thirty (30) days of completing their new-hire training class.

   **NOTE:** Temporary employees are not eligible for payroll deduction or uniform allowances.

3. Ramp Uniform Replacement:
   a. Orders are made directly with the vendor by the employee.
   b. Uniform components can be of the employee's choice, selected from the approved list or order form.
   c. Any charges over the uniform allowance will be the responsibility of the employee. Certain credit cards are acceptable for payment.
   d. All merchandise will be shipped directly to the employee.
   e. Taxes and shipping charges will be charged against the allowance.
   f. It is the employee's responsibility to rectify any uniform problems (i.e., defective pieces or incorrectly shipped orders). This must be handled directly with the vendor. US Airways Express will not be responsible for exchanges.
UNIFORM AND APPEARANCE EXPECTATIONS

4. In the event a ramp agent has a Company provided item stolen while on duty, the following steps should be taken:
   a. Within 24 hours of check-out time, the ramp agent must notify a member of Management in writing that a Company issued item was stolen.
   b. The Company will promptly replace such stolen items as set forth in the written notice at no cost to the ramp agent, providing negligence did not contribute to the theft.

5. The following will be distributed at the discretion of the Field Station/Hub Manager by one of the following methods:
   c. A station stock of rain gear will be available to check out, but will remain the property of the Company. Only a limited range of sizes may be available.
   d. Any item issued or given as a loaner may be the responsibility of the employee if the item is lost or stolen.
   e. Standard reissue guidelines will be on an as-needed basis.

RELIGIOUS ACCOMMODATIONS: Employees are expected to be in compliance at all times with the Uniform and Appearance Expectations outlined above. However, Piedmont, in accordance with its Non-Discrimination and Anti-Harassment Policy as well as its commitment to equal employment opportunities and workforce diversity, will consider accommodation requests from employees who have sincerely held religious beliefs or practices that preclude compliance with these guidelines; unless an undue hardship is created or a safety risk is posed.

1. Employees who have a sincerely held religious belief or practice should complete and submit a “Uniform and Appearance Expectations Religious Accommodation Request” form to their Shift Manager or Station Manager.

2. The request will be forwarded to Human Resources for consideration. The request must provide sufficient detail so that a determination to approve or deny the request can be made.

3. The Human Resources Manager in consultation with the Station Manager and Station Management will render a decision usually within ten (10) business days of receiving the request.

4. Upon final disposition, the Human Resources Manager will submit the Uniform Religious Accommodation Request form to the Station Manager for file retention.

It is important to note that Piedmont will review and consider accommodation requests that are based on sincerely held religious beliefs and practices as opposed to those based on cultural practices and norms.

Cross Utilized Agents When assigned to work the counter position and in ramp attire, agents are to remove hats, sweatshirts, coats, coveralls, and any other outerwear before stepping up to the counter. It is also required that the agent wear their Company ID, not SIDA ID, on the uppermost part of their body visible to the customer if no name tag is available. The Station Manager will designate appropriate ramp pieces for counter position assignments.
VACATIONS

SECTION 19

Full-time employees are entitled to periods of paid vacation, which may be used after the employee has completed 1 year of full-time service. Part-time employees are entitled to periods of paid vacation, which may be used after the employee has completed 2 years of part-time service. At each station in the customer service department, vacations are normally bid in the last quarter of the year for scheduling during the following year. Vacation bidding is carried out according to station seniority and classification. Only employees who are full-time, or part time with over two years of service with the company, may take part in the bidding of vacation. The Station Manager will bid first, followed by Operations Managers and Customer Service Supervisors in seniority order. The full time employees will bid after the supervisors. Long-term part time employees will be eligible to bid vacation time off per local station procedures. Departmental procedure prohibits more than one individual from being on vacation at any particular time unless the Station Manager grants an exception, which does not affect station coverage or produce overtime.

When members of management go on vacation, each Station Manager will make certain that all station employees know who is in charge at all times and how to contact the manager or acting manager if a problem arises.

The policy, for vacation accrual for full and part time employees, is as follows:

Full Time Employees

| After 1 year | 1 week |
| After 2-7 years | 2 weeks |
| After 8-14 years | 3 weeks |
| 15+ years | 4 weeks |

On your anniversary date each year, you will accrue vacation in accordance with the schedule above. You must use ALL vacation by your anniversary date each year or it will be forfeited.

Part Time Employees

| After 2-7 years | 40 hours | Taken as 1 week |
| After 8-14 years | 60 hours | Taken as 2 weeks |
| 15+ years | 80 hours | Taken as 2 weeks |

Beginning with the 2010 bids for 2011 can be taken in 2 weeks of 20 hours

Vacation will be credited to the vacation bank on their anniversary date of the next year and must be used by your anniversary date the following year or it will be forfeited.
WORK SCHEDULES

SECTION 20

The Station Manager, Department / Shift Manager, or Supervisor will complete the work schedule. A staffing coverage chart should be used as a guide when major changes affect either the work force, or the flight schedule.

The Station Manager, Department / Shift Manager, or Supervisor should prepare the schedule in a way that adequately staffs all flight and service requirements of the station in the most economical fashion. The schedule should be prepared on a "no name" basis, except any required assignments such as supervisors, etc. After the coverage of the schedule has been reviewed for completeness, it should then be posted for bidding by the employees, based on their seniority (as defined by the company), at least 14 days prior to its effective date. Station Managers have the option of creating a bid that is bid by function (ramp, gate, ticket counter, operations, tower, etc.) or by creating a bid without work positions which allows the manager / supervisor to insert the working positions after the bid is completed.

Last minute flight schedule changes or staffing requirements may warrant a change in the current schedule posted for bid, or shift schedule time adjustments on certain days of the week. These changes may occur less than fourteen (14) days prior to the effective date of the bid.

Any Customer Service Agent on leave of absence is ineligible to participate in the shift bid unless they have an acceptable written document confirming that they will return to work on or before the start date of the Work Schedule being bid. An employee submitting a bid under these conditions whose leave is extended will have their bid nullified.

In extenuating circumstances, the Station Manager has the authority to override the normal bidding process and prepare a work schedule based on assignment, rather than bidding. Also, at times it is necessary to make adjustments to work schedules after all employees have bid. This flexibility is sometimes critical to the proper staffing of the station and would only occur when circumstances warrant, i.e. not enough experienced employees working on particular shifts and/or critical open shifts still remain open.

The local Station Manager is in total control of the swap policy at their station. If permanent swaps are permitted, station management will have a local procedure in place for employees desiring to alter their bid schedule by doing permanent swap(s).

Unless otherwise instructed by management, employees are required to remain on duty until all flights scheduled to arrive or depart during their shift have actually arrived or departed and all required tasks have been completed, or until such time as they are released by management. Local station policy may require the employee to check out with the supervisor on duty before clocking out. On rare occasions, employees may be required to remain on duty in conjunction with a mechanic being dispatched to the station to perform critical maintenance or to await the arrival of customers or baggage being transported by ground transportation from another station.
WORK SCHEDULES

| OVERTIME / EXTRA SHIFTS OR HOURS: |
Overtime or working extra shifts or hours is considered a condition of employment. When conditions warrant management reserves the right to assign overtime or extra hours on a mandatory basis. Employees who are consistently unavailable for overtime and / or extra shifts or hours may face corrective counseling and / or disciplinary action.

In order to keep costs as low as possible, Station Managers have been directed to avoid overtime by using part-time employees to cover vacation and open-time hours. Each manager has been given the authority to develop and implement local procedures for covering vacation and open time using part-time employees. Under certain circumstances, it may be necessary to assign open shifts or extra hours to part-time employees on a mandatory basis.

Employees who sign up for overtime, extra shifts or hours or verbally agree to cover a shift or are assigned overtime or extra hours on a mandatory basis are fully responsible for those hours in addition to their normal schedule. Employees working overtime, extra shifts and/or hours, or working shifts outside of their normal schedule bids who report tardy or no show will face the same consequences as if they were normally scheduled to work.

For scheduling purposes it is important for each employee to understand once they commit to working overtime, extra shifts or hours by entering their name on an overtime, extra shifts or hours sign-up sheet, their commitment must be considered binding and becomes a part of their required work schedule. The employee may not remove or cross out their name. Only management may remove an employee’s name after receiving an acceptable reason and sufficient time must still be available to afford another employee to sign up for the shift. Management will enter their initials and the date next to any name that they remove from the overtime, extra shifts or hours sign-up sheet.
EQUIPMENT OPERATION

SECTION 21

Ground equipment must be driven and maintained with care, to ensure the well being of the employees operating the equipment as well as our passengers. No one is to operate a piece of equipment, under any circumstances, until he has been trained on the equipment and the training file has been updated to reflect the training. A ground equipment accident has the potential of causing bodily harm, loss of life and significant damage to our ground equipment and aircraft. Remember damaged aircraft that cannot produce revenue when they are out of service for structural repair adversely affects the financial strength of our company.

The Customer Service Department wishes to employ only individuals who maintain a good driving record. Employees who have had their license suspended or revoked are subject to suspension or discharge based on a case-by-case review of the facts, since they are unable to carry out all facets of the customer service agent job description. The company may request a current copy of an employee’s driving record at any time. Should the record be unsatisfactory, the employee will be subject to disciplinary action or termination.

Any employee who is involved in or becomes aware of an accident involving ground equipment or aircraft is required to immediately notify his supervisor. In order to protect the lives of our customers and employees, it is critical that any and all damage be reported at once. The airworthiness of an aircraft can be affected by even a small dent or scratch, due to airflow or possible damage to equipment, cables, or structure beneath the skin of the aircraft.

When an accident occurs, a detailed investigation will be conducted. Based on a case-by-case review of the circumstances, a determination will be made as to who is responsible and whether the accident was due to equipment failure, improper procedures, improper actions, excessive speed, or carelessness. When it is determined that a non-probationary employee is responsible for an accident, that employee will be subject to disciplinary action up to and including termination of employment. Probationary employees are subject to termination based on a case-by-case review of the circumstances.

IMPORTANT NOTE: Company policy requires that any individual involved in an accident with company equipment and/or aircraft is required to take a drug/alcohol urinalysis screening to be accomplished immediately after the accident. It will be the responsibility of the Supervisor, Shift Manager, or Station Manager on duty to ensure that this procedure is immediately accomplished.
EMPLOYEE EXPENSE STATEMENTS

SECTION 22

TRAINING EXPENSE STATEMENTS

The US Airways Express Training Department will disburse meal per diem for all employees that attend out of base Customer Service Training in CLT or PHL. The employee will be given $25 per day, on the first day of class and will be required to acknowledge receipt. Receipts for per diem will not be required. If for any reason the employee is unable to complete the class in its entirety, he will be responsible for returning the unused portion of the expense to his instructor (i.e. left on day 4 of a 5-day class, employee must return $25.). Any amount that is not returned will be taken from the employee’s next paycheck.

“Suggested” Budget Guidelines based on $25.00 per day for 5 days ($125.00):

1. Breakfast $4.00 tips included
2. Lunch $6.00 tips included
3. Dinner $15.00 tips included

- Any amount spent over $25.00 per day or $125 per week will not be reimbursed.
- Although the authorized amount may be spent for any purpose, it is highly recommended that training attendees use the funds for well-balanced meals.

Due to time constraints in the GSC classes, the training department will not have time to disburse meal per diem. Upon return from class, the employee will need to obtain an expense report from their manager. The Station Manager will submit for approval and payment. The expense report must be submitted within 30-days of the class. For training conducted in locations other than CLT or PHL, the employee will also need to obtain an expense report from their manager.

PIEDMONT AIRLINES BUSINESS EXPENSE REPORT

The Customer Service Department utilizes the Piedmont Airlines Business Expense Report to reconcile expenses that an employee may incur while on company business (NOT TRAINING). Examples include baggage delivery, temporary duty at another station, attending business meetings, etc. The rules and regulations regarding the usage of the employee expense statement are retained on file at each station. For the purpose of this handbook, it is important that each employee is familiar with the following rules and guidelines.
EMPLOYEE EXPENSE STATEMENTS

SUBMISSION DEADLINE:

Employees are expected to enter information on the PIEDMONT AIRLINES BUSINESS EXPENSE REPORT on a daily basis while they are away on company business. By the time they return to their base, the expense report should be completed and immediately submitted to their Station Manager. The maximum time allowed for submitting a completed expense report is 30-days.

RECEIPTS:

A receipt is required in order to receive reimbursement for any and all expenditures. To protect the employee and company, in the event an expense statement is lost in company mail, each employee should retain a copy of the employee expense report along with copies of all the receipts for their records.

ALL RECEIPTS ARE TO BE ORGANIZED AND TAPE ON A BLANK 8 1/2 BY 11 SHEET OF PAPER. It is helpful if the receipts are organized chronologically on the sheet. Receipts with notations on both sides should be affixed by a single piece of tape at the top to facilitate reading the back of the receipt. The pages holding these receipts should be securely stapled to the upper left corner of the Expense Report.

ALLOWANCE:

Managers, supervisors and agents traveling on company business, i.e., meetings, seminars, or temporary duty shall be reimbursed up to a maximum of $50.00 per single day for meal and tip expenses provided receipts are submitted. For two or more consecutive days, the total amount of reimbursement may not exceed the total number of consecutive days times $50.00. Example: Five full consecutive days: Maximum Allowance = $250.00. Note: This allowance does not apply to agents attending training.

USE OF PERSONAL VEHICLE:

For business use of a personal vehicle: 50.0 cents a mile.

TIPS:

Tips and gratuities should not normally exceed 20% of the meal cost.

ACCURACY AND HONESTY:

Accuracy and attention to detail are very important in completing employee expense statements.

Employees submitting fictitious receipts or in any way abusing the expense policy will be subject to disciplinary action, up to and including termination.
Compensatory time is a privilege, which is under the complete control and authority of each local Station Manager.

The Customer Service Department has enjoyed the use of this compensatory time privilege due to the fact that it benefits both the company and the employees. Compensatory time can be used as a tool to help control overtime, but more importantly, it is a way for the employee to have increased scheduling flexibility.

The following are suggested guidelines that may be changed or modified as necessary by the Station Manager:

Full time and part time employees may elect to take time off in lieu of overtime pay. (Overtime pay is calculated on a 40-hour workweek). Compensatory time off is on a voluntary basis and up to 40 hours can be accumulated. Record of this time will be kept with your attendance records by your respective manager. You must advise your supervisor or manager as to your intentions prior to time card calculations.

Compensatory time must be requested utilizing a compensatory time request form and will be approved by your supervisor or manager on a first come first served basis. Advance notice of at least one week must be given if using 8 hours or less of compensatory time. If using more than 8 hours at one time, then notice must be given prior to posting of the monthly schedule.

Partial shift coverage by the use of compensatory time can be granted but is discouraged.

Compensatory time may be denied when operational or staffing concerns warrant.
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USAGE OF COMPANY TELEPHONE AND COMMUNICATIONS EQUIPMENT

SECTION 24

When utilizing company telephones, two-way radios, air to ground radios, the QIK/SABRE computer system and any other communications equipment each employee is required to comply with the following:

1. All communications are to be carried out professionally and efficiently utilizing professional verbiage.

2. The use of profanity or inappropriate slang is prohibited.

TELEPHONES: Telephones are to be answered by providing the following information at a minimum: US Airways Express, your station, your name and any additional information that may be appropriate.

PERSONAL CALLS:

* Making long distance personal calls on the dialnet or regular lines is prohibited.

* Personal use of the company telephone lines and personal cellular phones or other communication equipment is discouraged for both incoming and outgoing calls. Unauthorized use of personal communications equipment keeps employees away from their job functions.

Abuse of the telephone, either making or receiving personal calls will subject the employee to disciplinary action up to and including termination. Agents needing to make long distance personal calls should use a pay phone.

QIK MESSAGES:

* The sending of personal, false, misleading or inaccurate messages on the QIK operating computer system is prohibited.
SECURITY

SECTION 25

Federal Aviation Regulations require that we observe many security rules and regulations. Each employee of the department is expected to abide by these regulations, which are included in the Aircraft Operator Standard Security Program (AOSSP) and current Security Directives. Both sets of documents are on file at each station. Failure of any employee to follow these regulations carefully can subject the company to thousands of dollars in fines as well as potentially dangerous conditions. Employees who intentionally or negligently violate these regulations will be subject to disciplinary action by the company and possible fines (LOI) from the TSA. Please make certain that you understand the rules and regulations, which coincide with the particular work area to which you are assigned.

Employees are responsible for reviewing the AOSSP as necessary to remain current on its contents and requirements.
THE CUSTOMER

SECTION 26

Everyone has heard the expression “The Customer is Always Right.” This famous quote should be used as a guideline for the way we treat our customers. Our customers are “the boss.” We owe our company's survival and our own paychecks to the patronage of our customers. We must do whatever it takes to provide them with a quality product as stated in Section 1 of this handbook.

All employees of the Customer Service Department are expected to greet customers with a friendly greeting when they approach the ticket counter/gate. Employees are to smile at all times and use the customer's name at least once during the transaction. Inquisitive customers are to be treated with patience, respect, even in the middle of a stressful condition. When customers are misinformed, they are not to be lectured. The customer must always feel as though we care about his specific situation and/or problem. No matter what the situation, the customers should never be lied to or misinformed with the intent of reducing their possible reaction. If our company mistreats a customer either through an irregular operation, delayed bag, denied boarding, etc., the customers should receive an explanation and an apology.

The intent of the Customer Service Department is to have all customer relations problems resolved at the station level whenever possible. An irate customer should never be allowed to leave the counter without an attempt being made to reconcile the problem. If the agent does his best but is unable to resolve the customer's concerns, then the Customer Service Supervisor should be given the opportunity to resolve the issue. If the supervisor fails, then the Station Manager should be involved. Irate customers should never be referred to US Airways Consumer Affairs until every allowable action has been taken to satisfy the customer. It is very important to follow the specific procedures outlined in the US Airways Passenger Service Manual when dealing with irate customers.

Rude, thoughtless, unconcerned, or unprofessional treatment of customers will not be tolerated. The importance of providing our customers with outstanding service cannot be over-emphasized.

Occasionally, a customer may make an employee the brunt or focal point of verbal abuse. The experienced agent does not react by retaliation, silence, or sarcasm, but realizes the customer is upset about their circumstance and is just venting their frustration. By not taking their comments personally, the agent can focus their attention on helping the customer.

In dealing with our customers all employees will adhere to the US Airways “Customer First Program.” Failure to follow those policies will result in corrective action being taken.
NON-REVENUE TRAVEL

SECTION 27

Each employee is encouraged to take advantage of the superb travel benefits available as described in the company travel manual. In addition to the information and rules provided in the company handbook and travel manual, there are several things each Customer Service Department employee needs to know.

1. Please be advised that before traveling, you, your family and your guest(s) traveling on companion tickets should always check the current non-revenue dress code requirement for the particular class of service.

2. When planning travel each employee must make certain that they are able to return in time to report on time for their next scheduled shift.

Some suggestions for planning travel:

   a. Carefully check the loads on the flights you wish to take, particularly the ones you wish to return on.

   b. It is not a good idea to take the last flight to get back to work. If this flight should cancel or fill up at the last minute, you will have no back-up flight to return on and will likely miss your shift. Employees who fail to report to work because they are "stuck" and unable to get home, are subject to disciplinary action. To minimize the consequences, anyone who finds themselves in this position should immediately contact their Station Manager or in his absence, a supervisor.

3. Each Customer Service Department employee needs to be particularly polite and cheerful, when traveling non-revenue since they are representing the company. An employee who is asked to give up their seat must do so quietly and in a good-natured fashion.

4. Do not "talk shop" within the hearing of revenue passengers.

5. Do not confront employees or their supervisors if rudeness or a problem is encountered. Make a note of the individual's name if you can get it diplomatically and file a report with your supervisor when you return to work.

6. Never book or allow anyone else to book "space positive" reservations to assist you in non-revenue travel unless you are authorized to travel space positive, company business. Booking or blocking seats for you or anyone else to make it easier or possible to travel non-revenue is considered theft and will subject the employee to termination.

Used wisely, your travel privileges are a precious asset. Please treat them as such.

NOTE: For more information regarding non-revenue travel, please refer to the Employee Travel section located on the website @ www.piedmont-airlines.net
RELOCATION

SECTION 28

When an employee is selected for promotion to Supervisor or above in another city, the relocation benefits below will apply.

RELOCATION BENEFIT:

1. Actual expense of moving, limited to an amount agreed upon with the successful candidate, for movement of household effects, packing, unpacking, shipping, drayage and insurance.

   The company has the right to control the method of shipment provided it is accomplished in a reasonable period of time.

2. Reimbursement for the relocation of two (2) personal vehicles provided the vehicles are currently registered in the employee's or spouse's name (long term leases to the employee or spouse will also be acceptable). The expense reimbursement rate shall be .50 cents per mile for all Customer Service Agents or whatever the rate is in accordance with company policy at the time of the move.

3. Paid time off for moving from one half day to three days depending on distance at a formula of 400 land miles per day.

4. Meal expenses while en route (up to $25.00 per day each for employee and spouse and $12.50 per day each for children.)

NOTE: Reasonable lodging expenses for the employee and family en route to the new domicile based on a formula of 400 land miles per day and for up to three days following arrival at the new domicile or until arrival of household effects, whichever comes first. Hotel receipts and an expense report are required.

5. Upon request, the employee will be provided with documentation to assist in terminating a lease, if necessary. In the event these efforts are not successful, a broken lease penalty will be paid by the company, not to exceed one month's rent.

6. The company may pay a Relocation Allowance to each employee who is entitled to company paid expenses to defray relocation costs. The employee should submit a separate expense statement after they have relocated to their new domicile in order to receive this allowance. NOTE: Expenses associated with preliminary visits to the new domicile are not reimbursable however, the allowance for relocation may be utilized as the employee chooses.

7. Actual relocation of household goods and submission of expenses should be accomplished within 6 months of date of hire or transfer.
RELOCATION

TAX IMPACT OF RELOCATION: Please be aware of the fact that moving expenses and other related reimbursements will be reported to the IRS on your W-2 as compensation. This may affect your tax burden, payment, or refund.

SIX-MONTH COMMITMENT: Customer Service Agents who have transferred to a new location must remain in the city to which they transferred for a period of at least 6-months. Management reserves the right to make exceptions to this policy on a case by case basis when it is in the best interest of the company to do so.
LIMITED DUTY POLICY

SECTION 29

Customer Service Agents (CSA) with Piedmont Airlines are required to work multiple functions requiring a variety of physical and mental tasks in the completion of their job. Some of these tasks are helpful or desirable while others are essential (to productive work). These Customer Service Agent - Essential Job Functions (listed below) represent a minimum requirement for a CSA to stay on active duty. If a CSA is unable to perform the essential job functions required by their scheduled assignment, it will be necessary for them to:

a. Take time off as sick time.
b. Take time off as vacation time.
c. Take time off with out pay.
d. Take a leave of absence.

as is desired by the employee and approved by management until such a time as they are able to perform the essential job functions.

A. Management may require a CSA to provide medical validation of their inability to perform the essential job functions before time off from work is approved.

B. Management may require a CSA to provide medical validation of their ability to perform the essential job functions before they return to work.

C. A CSA who will be unable to perform the essential job functions for multiple, scheduled assignments may be required to take a leave of absence.

Essential Job Functions:

1. Ability to check-in, board, deplane and assist passengers (including special assistance passengers); perform required computer/QIK transactions; load and unload checked and carry-on baggage and cargo; marshal aircraft, service aircraft; and be proficient in the application of systems and procedures.

2. Ability to attend work on a regular, consistent and timely basis in accordance with established policy and the work schedule.

3. Ability to interrelate with the public in a positive and friendly manner.

4. Ability to drive, operate and/or utilize required equipment, machines and vehicles, including deicers, lavatory carts, ground power units, tugs, belt-loaders, bag carts.
LIMITED DUTY POLICY

NOTE: Management must take action as is appropriate with this policy when an employee’s inability to perform the essential job functions:

- Requires that two employees complete the assignment on a regular basis.
- Would require a redefining of the assignment to allow them to perform it.

The essential functions of Customer Service Supervisors and Shift Managers include 1-4 above and:

5. Ability to supervise and train employees to perform the essential functions of a Customer Service Agent.

6. Ability to manage and supervise employees and the overall operation of the station.